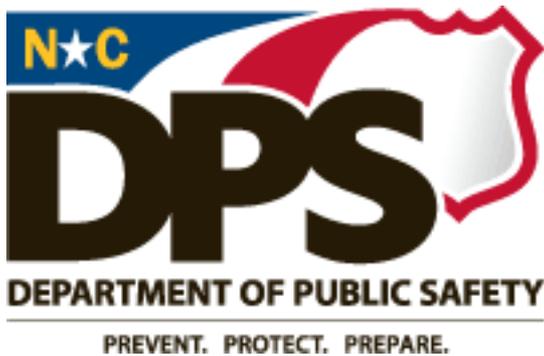




the NATIONAL REENTRY
RESOURCE CENTER

— A project of the CSG Justice Center —



North Carolina Department of Public Safety FY14 Second Chance Act Comprehensive Juvenile Reentry Systems Reform Planning Program Grant

JUSTICE ★ CENTER
THE COUNCIL OF STATE GOVERNMENTS
Collaborative Approaches to Public Safety



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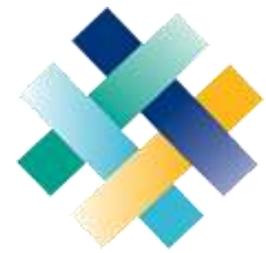
**BACKGROUND: THE COUNCIL OF STATE
GOVERNMENTS JUSTICE CENTER AND THE
NATIONAL REENTRY RESOURCE CENTER**

National **nonprofit, nonpartisan** membership association of state government officials

Represents **all three** branches of state government

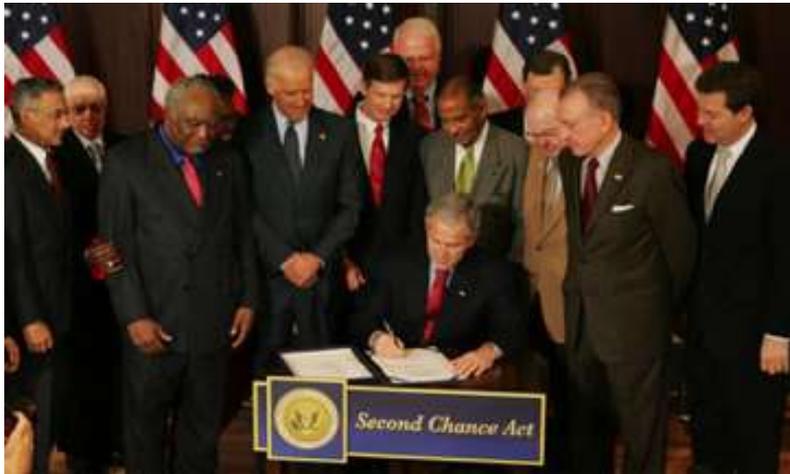
Provides **practical** advice informed by **the best available evidence**





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- Authorized by the passage of the Second Chance Act in April 2008
- The NRRC is a project of the CSG Justice Center and is supported by the Bureau of Justice Assistance, Department of Justice
- The NRRC provides individualized, intensive, and targeted technical assistance, training, and distance learning to support SCA grantees
- The NRRC has supported over 600 juvenile and adult reentry grantees since inception in 2009

nationalreentryresourcecenter.org

Second Chance Act Juvenile Grants

Approximately 20% of all SCA grantees are targeted at reforming juvenile reentry systems.



Red: Demonstration – Implementation
Green: Co-occurring Disorder Treatment
White: Fatherhood Mentoring

Yellow: Demonstration – Planning
Purple: Juvenile Reentry Systems Reform
Blue: Mentoring

Juvenile Reentry Systems Reform (JSR) Program Overview

Goal is to reduce recidivism and address barriers to successful reentry for youth leaving Youth Development Centers (YDCs) and other residential placement settings.

The NRRC will work with DACJJ to develop a reentry strategic plan to adopt and effectively implement “what works” to reduce recidivism for youth.

The NRRC will assist DACJJ to establish effective data collection processes and to establish key youth outcome measures.

Upon completion of this 12 month planning process, NC Department of Public Safety is eligible to apply for a grant award from OJJDP of up to \$2 million to implement its reentry strategic plan.

PRIORITY REENTRY REFORM NEEDS FOR NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY

Key Reform Needs for North Carolina Department of Public Safety

1. Develop a comprehensive service planning model that begins with youth in the facility and continues into the community.

2. Create meaningful family engagement across the reentry continuum to promote positive youth behavior change.

3. Provide employment and educational opportunities to ensure youth are connected with supports upon release.

4. Improve current data collection processes and establish key youth outcome measures.

WHAT WORKS TO REDUCE RECIDIVISM AND IMPROVE OTHER OUTCOMES FOR YOUTH IN THE JUVENILE JUSTICE SYSTEM



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Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System



BJA
Bureau of Justice Assistance
U.S. Department of Justice

OJJDP

MacArthur
Foundation

Report available at
<http://csgjusticecenter.org/youth/publications/juvenile-justice-white-paper/>

Core Principles



Principle 1

Base supervision, service, and resource allocation decisions on the results of **validated risk and needs assessments**.



Principle 2

Adopt and effectively implement **programs and services demonstrated to reduce recidivism** and improve other youth outcomes, and use data to **evaluate the results** and direct system improvements.



Principle 3

Employ a **coordinated approach** across service systems to address youth's needs.



Principle 4

Tailor system policies, programs, and supervision to reflect the **distinct developmental needs of adolescents**.

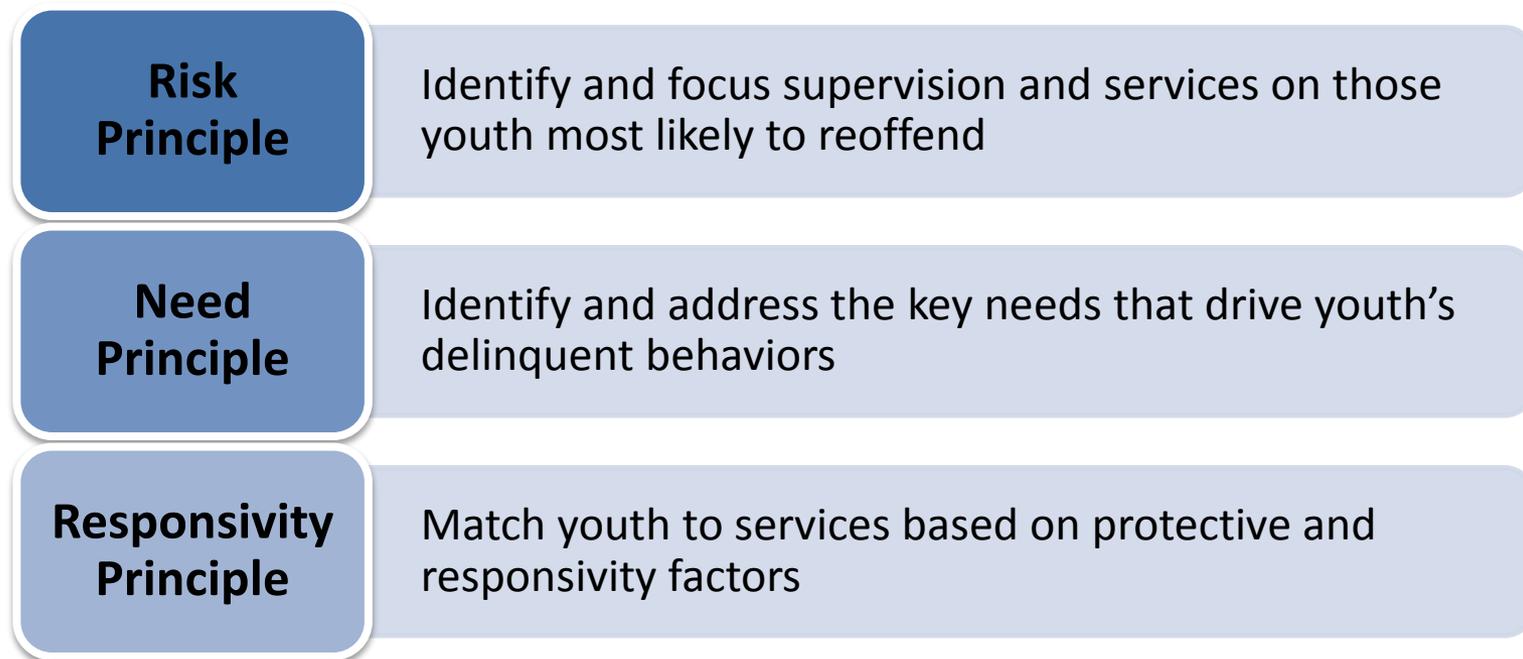
Principle 1: Use Validated Assessments

- **Minimize system involvement** for low-risk youth, and the **use of confinement**
- **Focus resources** on high-risk youth
- **Address the primary causes** of youth's delinquent behavior
- **Appropriately assess and serve** youth with mental and substance use disorders



Risk, Need, Responsivity (RNR)

An evidence-based framework for reducing recidivism



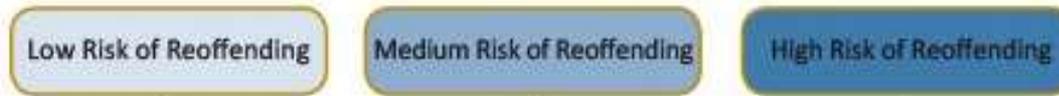
Validated Risk Assessment

A **risk assessment** is an evaluation of both dynamic and static factors that predict risk of recidivism. A risk assessment is considered **validated** if it has statically proven through multiple research studies to demonstrate a high probability of predicting whether youth will reoffend.

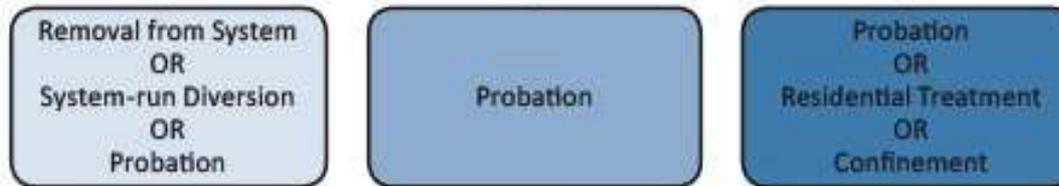
Risk, Need, Responsivity (RNR)

Use validated assessments to identify the primary causes of a youth's delinquent behaviors and focus system interventions and resources on addressing these causes

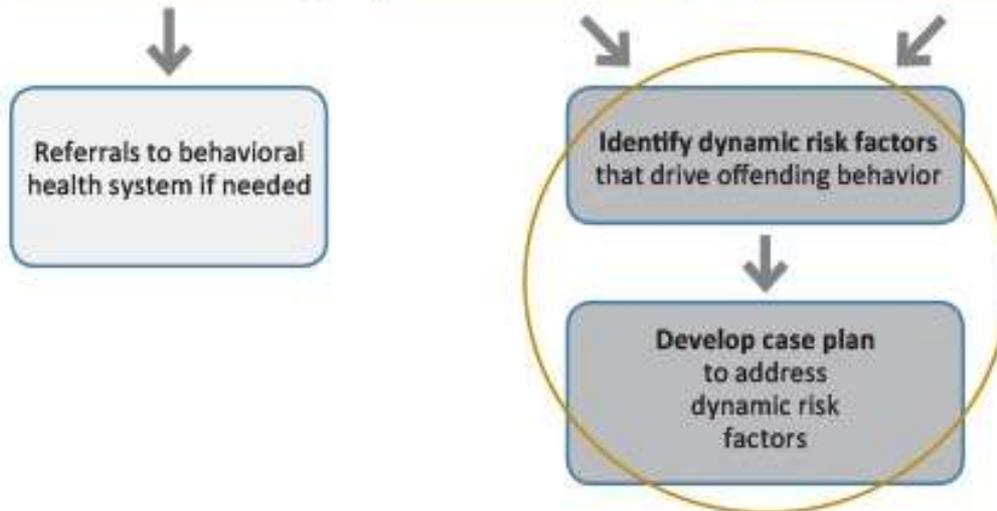
Step 1: Assess risk to reoffend using a validated tool



Step 2: Make supervision decision



Step 3: Assess needs and develop case plans and service matching



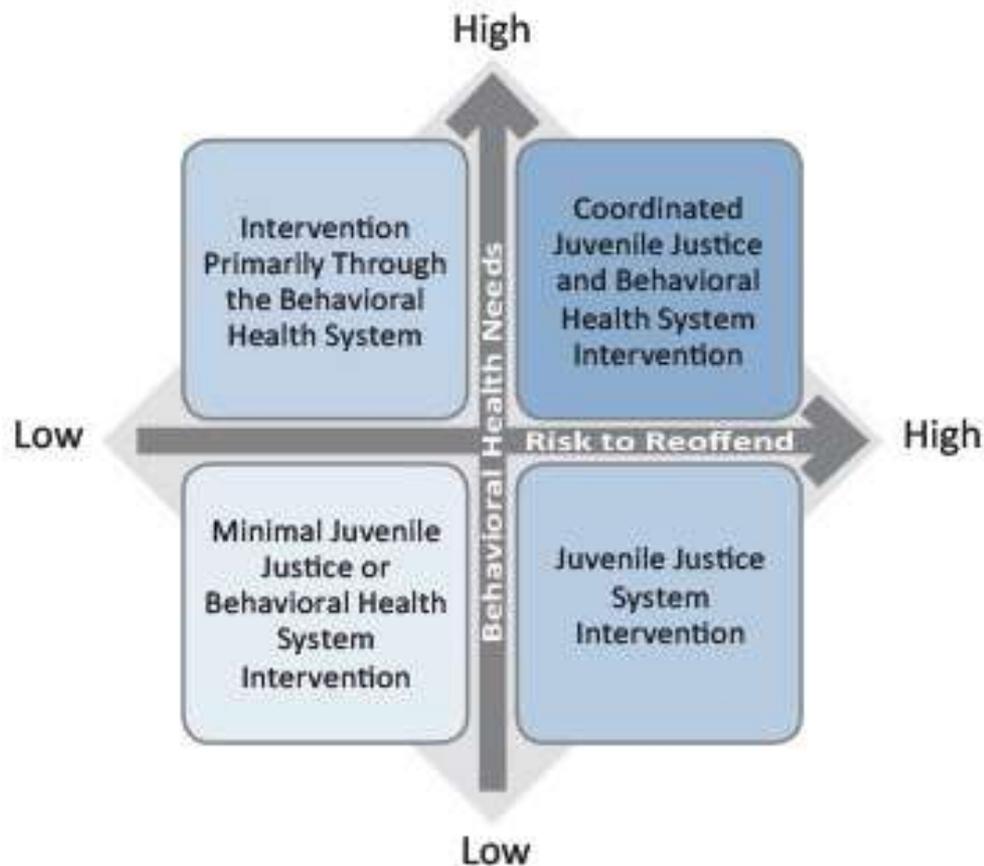
Dynamic Risk Factors

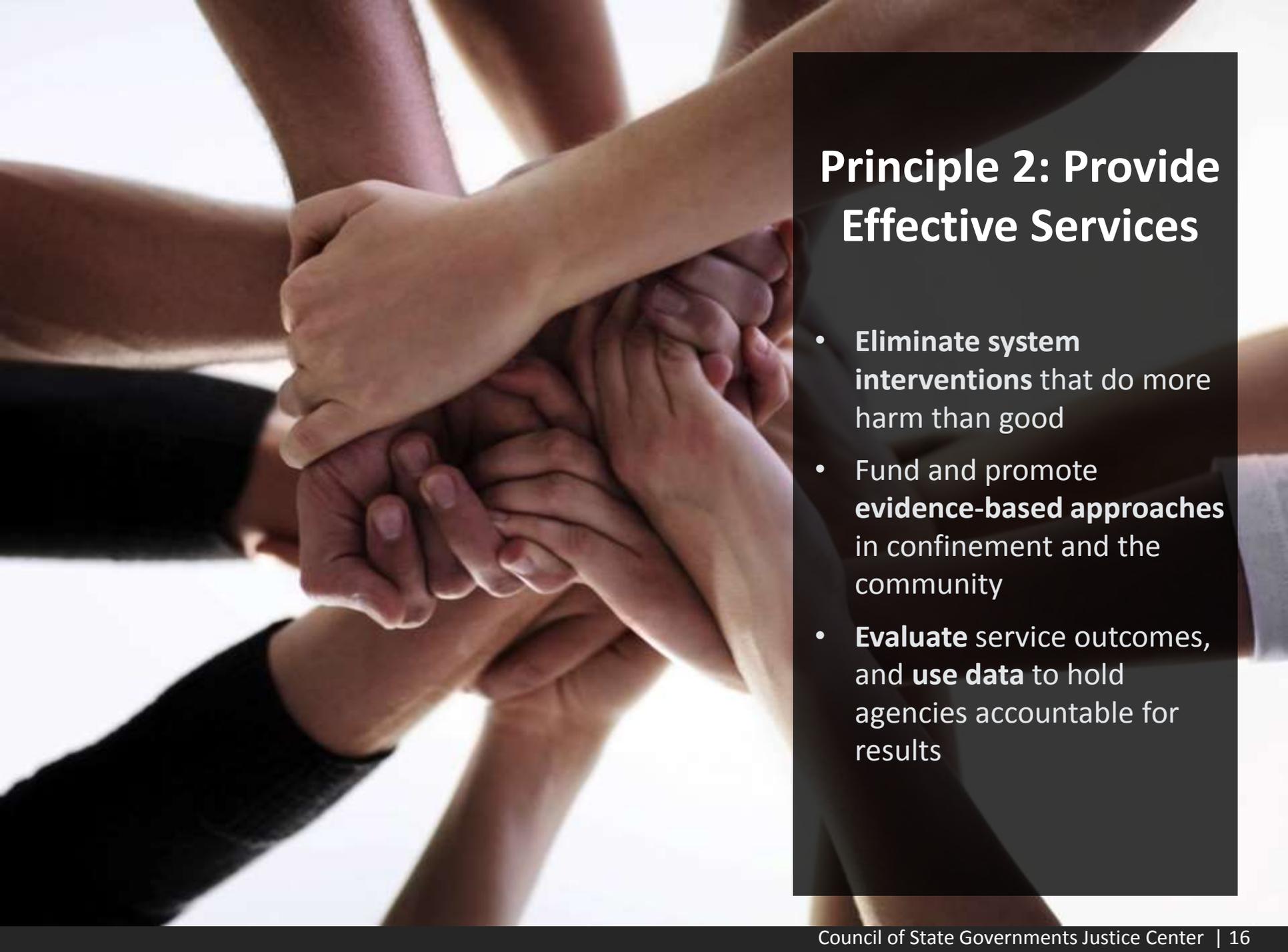
Dynamic risk factors can be changed through development or system interventions. The most prevalent factors for young people include:

- Family/parenting problems
- Negative beliefs and attitudes
- Negative peers
- Poor school performance
- Substance use
- Lack of social attachments

Risk, Need, Responsivity (RNR)

- Use specialized, validated screenings and assessments to identify youth with mental health and/or substance use treatment needs and match them to need services in confinement and the community.





Principle 2: Provide Effective Services

- **Eliminate system interventions** that do more harm than good
- Fund and promote **evidence-based approaches** in confinement and the community
- **Evaluate** service outcomes, and **use data** to hold agencies accountable for results

Core Principle 1: Key Reform Questions

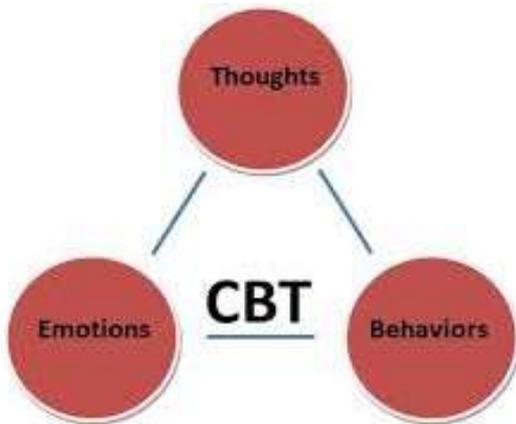
1. Are supervision and service decisions based primarily on the results of validated risk and needs assessments?
2. Are validated mental health and substance use screening and assessment tools used to ensure youth are served by the appropriate service system and receive needed treatment?
3. Are validated assessment tools used to prioritize the use of services and match youth with services that target the primary causes of their delinquent behavior?
4. Are validated assessment tools used to measure treatment progress, guide lengths of stay, and inform reentry/community supervision and service decisions?
5. Do sufficient policies and procedures, ongoing training, and quality improvement supports exist to promote assessment reliability?

Effective Research Based Programming

Support and fund services shown to reduce recidivism and improve other youth outcomes

Traditional forms of supervision, by themselves, do not generally have long term positive impacts, and confinement in particular can even have negative effects.

Services that promote youth's positive development can reduce recidivism by 40% or more with two approaches showing particular success with youth in the juvenile justice system:

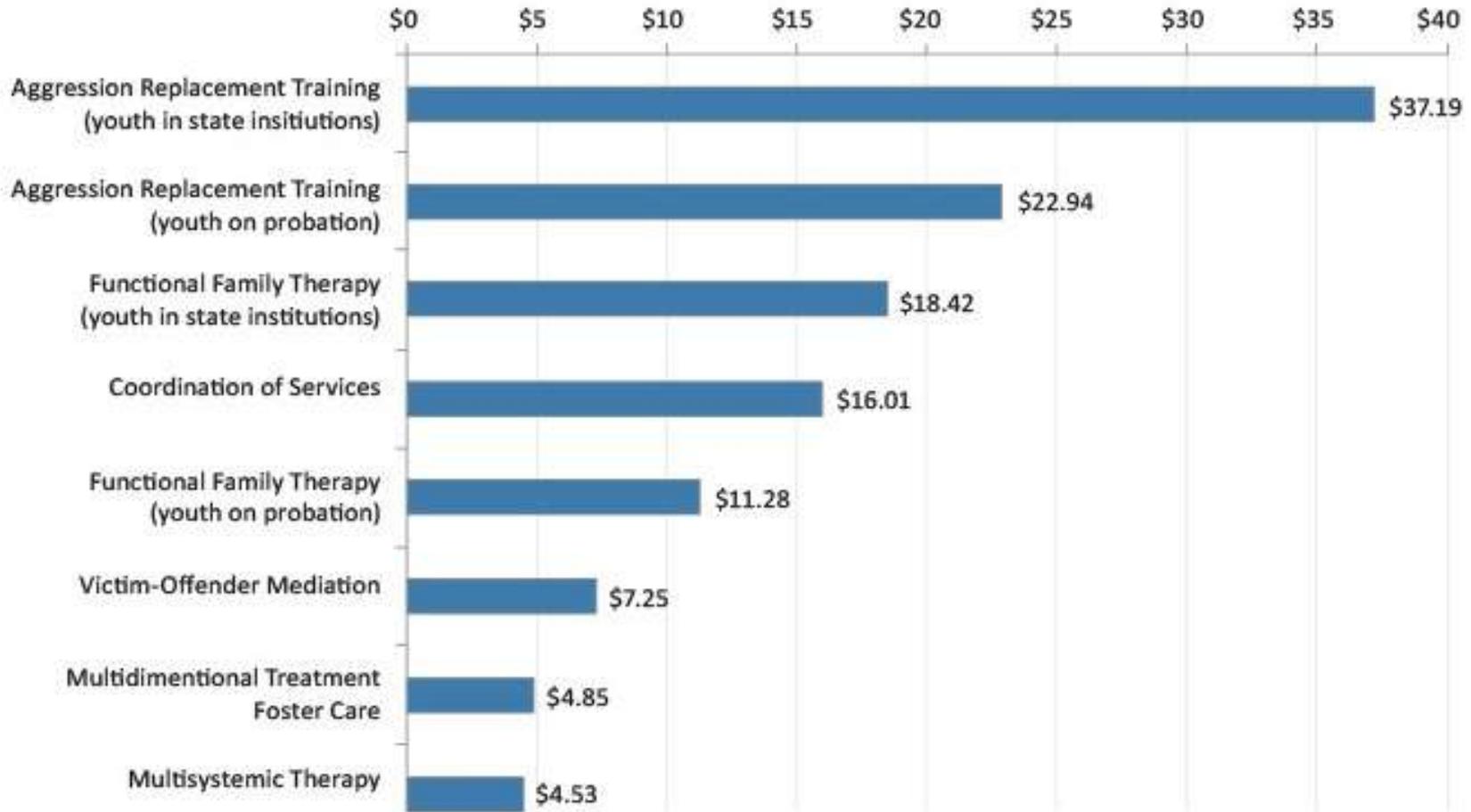


Cognitive Behavioral Therapy



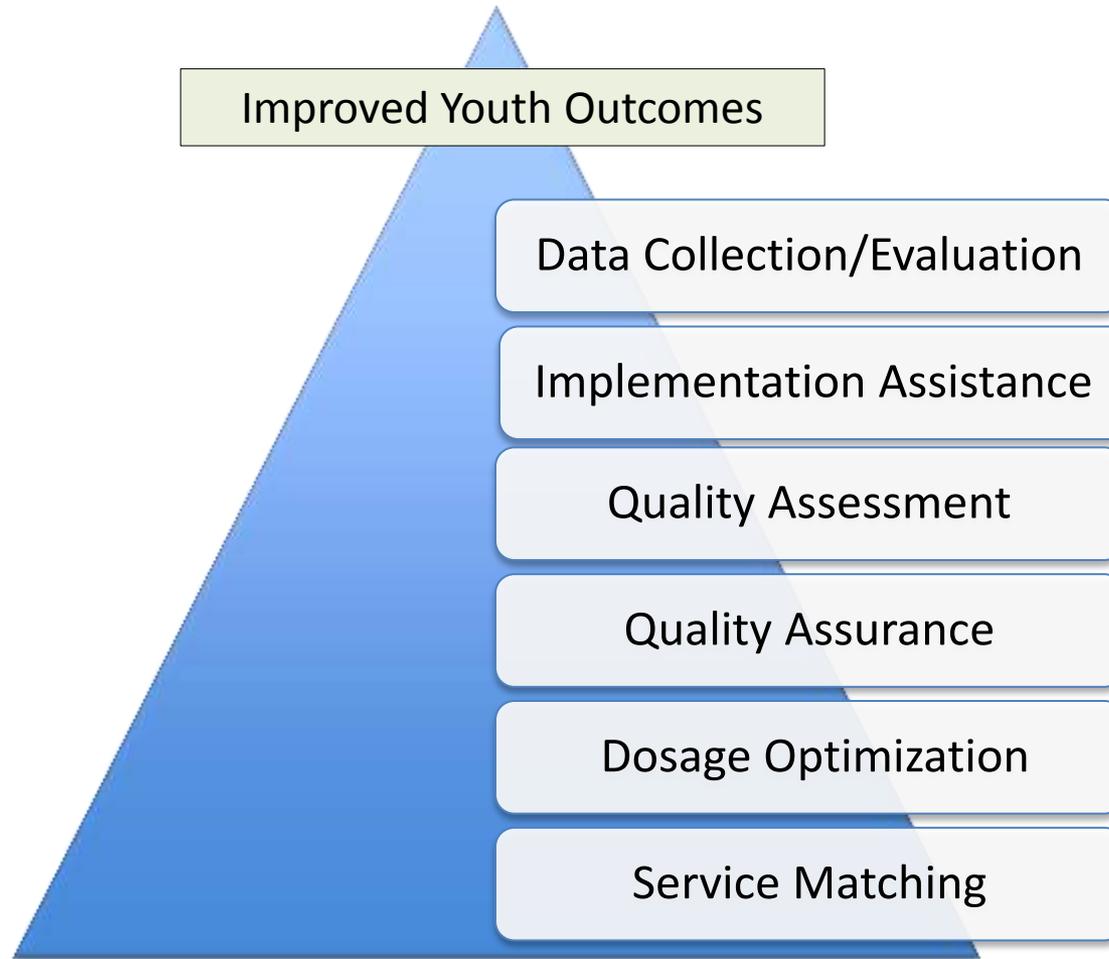
Family-Community-Centric Approaches

Effective Research Based Programming



States have implemented these “Blueprints” evidence based programs statewide, including Connecticut, Florida, Hawaii, Louisiana, Maine, New Mexico, New York, and Pennsylvania.

Establish a formal, system-wide set of policies and supports to promote fidelity to the research and high-quality implementation of programs and services



Lipsey, M. W., Howell, J. C., Kelly, M. R., Chapman, G., Carver, & D. (2010). Improving the effectiveness of juvenile justice programs: A new perspective on evidence-based practice. Center for Juvenile Justice Reform. Georgetown University. cjjr.georgetown.edu/pdfs/ebp/ebppaper.pdf

Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). Implementation Research: A Synthesis of the Literature. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231). ctndisseminationlibrary.org/PDF/nirnmonograph.pdf

Core Principle 2: Key Reform Questions

1. Do youth receive services that are demonstrated by research to reduce recidivism and improve other youth outcomes?
2. Is the quality of service delivery regularly assessed, and the results used to help providers address areas of improvement and guide service use and funding?
3. Are recidivism and other youth outcomes collected, measured and analyzed in a comprehensive and reliable way and used to guide system decisions?

Principle 3: Collaborate Across Service Systems

- Address youth's **behavioral health, education, and child welfare** needs
- Establish a taskforce that **formalizes cross-systems collaboration**
- **Coordinate and streamline** assessments, case planning, and service delivery across systems



Partner the juvenile justice system with the other key service systems in which youth are or should be involved in order to assess and effectively address their needs (cont.)



Mental Health

- Use validated assessments to identify treatment needs
- Ensure sufficient service capacity, with an emphasis on community-based, family based, and cognitive behavioral interventions
- Provide for continuity of care from facilities to the community



Substance Use

- Use validated assessments to identify treatment needs
- Ensure sufficient service capacity, with an emphasis on community-based, family based, and cognitive behavioral interventions
- Enable ongoing support for relapse prevention



Child Welfare

- Share information on cross-systems involvement and risks and needs
- Promote a coordinated approach to dispositions, case planning, and services
- Involve families in all major decisions and systems' processes



Education

- Keep youth in school by employing appropriate school discipline practices
- Establish and implement high standards for correctional education
- Designate system liaisons to support timely school reenrollment

Core Principle 3: Key Reform Questions

1. Do juvenile justice leaders **across branches of governments** and **state/local lines** collaborate to promote a shared vision for the system and a coordinated approach to assessments, case planning, supervision and services?
2. Does DACJJ collaborate with the **behavioral health system** to identify and effectively address youth's mental health and/or substance use treatment needs?
3. Does DACJJ collaborate with the **education system/local schools** to keep youth in school, promote academic progress, and support school transitions?
4. Does DACJJ collaborate with the **child welfare system** to share information on youth's system involvement, and coordinate system interventions for youth and families?

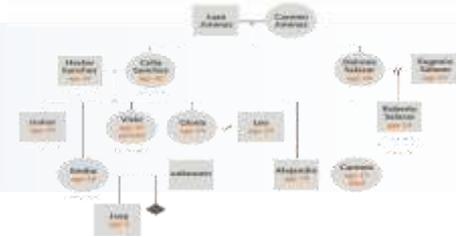


Principle 4: Employ a Developmentally Appropriate Approach

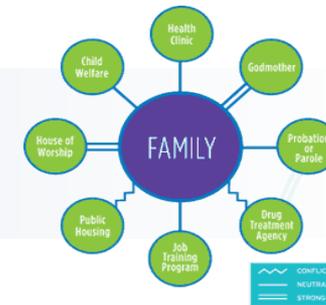
- Engage youth and families in system decisions/interventions
- Focus system supervision on **positive youth behavior change**
- Hold youth accountable using a **graduated response** and in ways that **repair harm to victims/communities**
- Promote **procedural justice** and **system equity**

Engage Families and Supportive Adults

Support the identification of appropriate caregivers and members of their support network



Require family involvement in system decisions and interventions



Support mentoring programs that use evidence-based implementation practices



The Ohio Department of Youth Services uses the *Juvenile Relational Inquiry Tool* (<http://www.vera.org/centers/family-justice-program/tools-and-methods-used-family-justice-program>), which is a series of questions designed by the Vera Institute of Justice, to help facility staff to build rapport with youth and identify family and other supports that can facilitate successful community reentry

Promote Positive Behavior Change and Use Graduated Responses

Focus on: Surveillance/Consequences	Focus on: Positive Behavior Change
Laundry list of unrealistic supervision conditions	Developmentally appropriate conditions
Fixed and uniform case contact requirements	Flexible contact requirements based on assessed risk level
No collateral contact requirements	Required family and school collateral contacts
Large caseloads, “check-in” visits	Small caseloads with sessions focused on behavior change and skill development
Minimal training	Training in evidence-based engagement and cognitive behavioral techniques
Minimal use of incentives/rewards	Frequent use of incentives/rewards
Uniform response to violations	Graduated response to violations



Ohio, Indiana, Oregon, and California’s juvenile justice systems are partnering with the University of Cincinnati to implement a comprehensive supervision framework known as *Effective Practice in Communication Supervision* that combines many of these strategies.

Promote Positive Behavior Change and Use Graduated Responses

Risk of Reoffending ↑	High	Enhanced monitoring and services	Reassessment of risk/needs and required level of supervision and service plan	Reassessment of risk/needs and required level of supervision and service plan
	Med	Cognitive behavioral and accountability activities	Restricted privileges, and cognitive behavioral and accountability activities	Reassessment of risk/needs and required level of supervision and service plan
	Low	Warnings and reinforcement of conditions	Restricted privileges	Enhanced monitoring and services
		Low	Medium	High
		Level of Misbehavior →		



Core Principle 4: Key Reform Questions

1. Are youth and families meaningfully engaged in key system decisions, case plans, and services, and their input used to help shape these interventions?
2. Is facility staff guided by a clear philosophy on engaging youth and managing their behavior in a developmentally-appropriate manner, and do specific protocols support this approach?
3. Is supervision focused primarily on promoting positive youth behavior change rather than surveillance and compliance, and are officers trained and supported accordingly?
4. Does supervision employ a graduated approach to youth's violations and hold youth accountable in developmentally appropriate ways?



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Measuring and Using Juvenile Recidivism Data to Inform Policy, Practice, and Resource Allocation



BJA
Bureau of Justice Assistance
U.S. Department of Justice

OJJDP

MacArthur
Foundation

Issue brief available at
<http://csgjusticecenter.org/youth/publications/measuring-juvenile-recidivism/>

Build Effective Data Collection and Measurement Practices to Guide Policy, Practice, and Resource-Allocation Decisions

Measure recidivism and other outcomes for all youth involved with the juvenile justice system, considering the multiple ways they may have subsequent contact with the justice system.

Analyze youth outcome data to account for youth's risk levels, as well as other key youth characteristics and variables.

Develop and maintain the infrastructure necessary to collect, analyze, and report recidivism and other youth outcome data.

Make youth outcome data available to key constituents and the general public.

Use youth outcome data to inform juvenile justice policy, practice, and resource allocation.

Build Effective Data Collection and Measurement Practices to Guide Policy, Practice, and Resource-Allocation Decisions

1. For youth in YDCs and other residential placements, is recidivism and other outcomes measured, considering the multiple ways youth may have subsequent contact with the justice system?
2. Is youth outcome data analyzed to account for youth's risk levels, as well as other key youth characteristics and variables? If not, is DACJJ able to capture data that would allow it to complete this type of analysis?
3. How is data currently being collected and stored? What type of time, expertise, and resources is needed to improve this process?
4. Is youth outcome data available to the reentry taskforce, key constituents and the general public? If so, how, how often, and with whom?
5. To what extent is youth outcome data used to inform the YDCs and other residential placements, as well as post-release supervision policies and practices and promote continuous improvement?

Where do we go from here?

1. The NRRC will facilitate DCJJ's reentry task force sub-committees to identify key reentry barriers and recommendations.
2. DCJJ's task force sub-committees will share these recommendations with the NRRC and the larger DCJJ task force once finalized.
3. As part of the review of the DCJJ's reentry policies and procedures, the NRRC will conduct a series of focus groups with a cross section of individuals key to the reentry process.
4. The NRRC will synthesize sub-committee recommendations along with the findings from the focus group to prepare and present formal recommendations back to the larger task force and DCJJ leadership.

Sub-Committee Guiding Questions

Key Questions

- Where is DCJJ now in this work?
- Based on best practice (core principles), where are the short-term and long-term opportunities for change?
- What are the challenges and barriers to implementing these changes?
- What are the key tasks necessary to make these changes?
- What are the key resources and supports necessary to make these changes?
- Who will lead these change efforts?
- How will you know these changes have taken place?
- What is the timeline for addressing these changes?